

**1st
Edition**

MOM'S POTATO SALAD

A Text Book on Achieving TQM

“Transcending Discretionary Effort from
Theoretical Models into Practical Applications”



Written and Compiled by

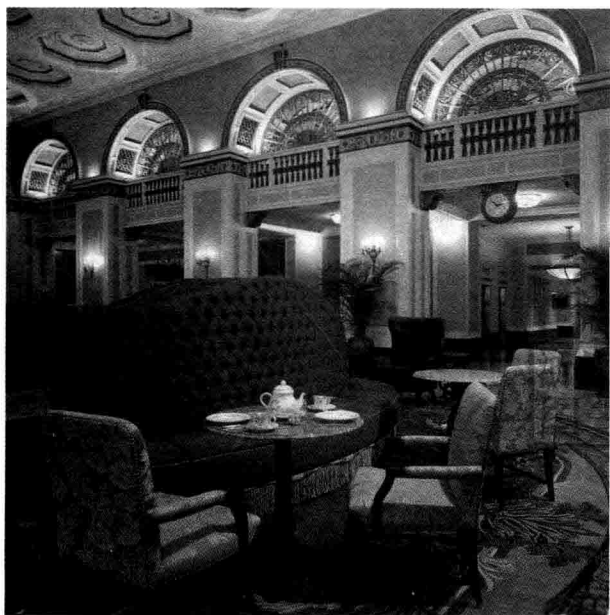
Regina M. Stockus

 暨南大学出版社
JINAN UNIVERSITY PRESS

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Motivate people to be the best that they can be!

or

*It's really just a question of
How much love there's in it.*



**A SPECIAL TRIBUTE TO
MY MOM**
The motivating catalyst for this work



Picture of Mom



ABOUT THE AUTHOR



Regina M. Stockus
Associate Professor

Regina Marie Stockus was born to Lithuanian parents in the exotic city of Rio de Janeiro, Brazil. When she was only 7 years old, her entire family immigrated to Canada. She began to write at a very early age and continued to write essays and articles and poetry, winning several writing competitions in high school. After graduating from The University of Western Ontario and Ryerson



Polytechnic University with 2 degrees in Business Administration, she opened her own Public Relations and Event Management company working with and in several major 5-star hotels in Toronto, Russia, Latvia, Lithuania and Estonia. She published the monthly newsletters for the Baltic Business Council acting as its Executive Director. In 1994, she organized several trade missions to China and the USA with The Department of External Affairs Canada and worked with CESO in the newly emerging Eastern European countries of Russia and Lithuania. Her main role was organizing trade missions and conducting training sessions in the fields of Tourism Promotion and Hospitality Management. She was then given a special invitation to address and give a speech to the committee of the Canadian Government's House of Commons on the Eastern Bloc Emerging Tourism Markets.

In 2001, she was given an opportunity to run a Hotel Training School in Beijing. After being in China for one year, she decided that China was indeed the land of opportunity and she accepted the position of lecturer at a local Business College in Huizhou City, Guangdong Province. In 2005, she accepted the position of Executive Director at a local 5-star hotel responsible for Quality Control and Training. In 2009, she started working at Huizhou University in their departments of Economic Management and Tourism Management. In 2008, she also helped in the production and release of the CCTV's award winning documentary "I'm a Hakka" all about Hakka Culture. While freelance writing articles for The South China Post in 2004, she published her first book *FOR THE SAKE OF A GOLDEN PADDLE*. In 2006, she published her second book *NEW MOON OVER BEIJING*. With the support of Huizhou University and the Tourism Bureau of Huizhou City, she published a picturesque and detailed travel and tourism book called *LETTERS FROM HUIZHOU* in 2010.

While still writing her other two novels *Xia Chong* and *The Collection*, now she has completed this treatise on Discretionary Effort—*MOM'S POTATO SALAD*.

Ms Stockus continues her writing and lecturing at Huizhou University often accepting invitations to be guest lecturer at several hotels and corporations on this and other business subjects. Ms Stockus is fascinated by the diversity of customs and cultures and the fast pace of China's tremendous growth. She finds that China is indeed a wonderful and inspiring place to write and continue her career development.



This work is dedicated to all the good people in my life ,
whose continuous friendship and support have been
unfaltering ,giving me extra ordinary efforts and assistance
above and beyond the call of duty.



At the center of your being you have the answer; you know who
you are and you know what you want.

Lao Tzu





Famous Quote by :

Do not hire a man who does your work for money ,but him who does it for love of it.

Henry David Thoreau

Find a job you like and you add five days to every week.

H. Jackson Brown ,Jr.

I can't imagine anything more worthwhile than doing what I most love. And they pay me for it.

Edgar Winter

If you put all your strength and faith and vigor into a job and try to do the best you can ,the money will come.

Lawrence Welk

Management is nothing more than motivating other people.

Lee Iacocca

The harder I work ,the luckier I get.

Samuel Goldwyn (MGM FILM Producer)

Governing a great nation is like cooking a small fish—too much handling will spoil it.

Lao Tzu

I never see what has been done ; I only see what remains to be done.

Buddha

No one saves us but ourselves. No one can and no one may. We ourselves must walk the path.

Buddha

The mind is everything. What you think you become.

Buddha



There are only two mistakes one can make along the road to truth; not going all the way, and not starting.

Buddha

To be idle is a short road to death and to be diligent is a way of life; foolish people are idle, wise people are diligent.

Buddha

Experience is the teacher of all things.

Julius Caesar

A person who never made a mistake never tried anything new.

Albert Einstein

All that is valuable in human society depends upon the opportunity for development accorded the individual.

Albert Einstein

Even the rich are hungry for love, for being cared for, for being wanted, for having someone to call their own.

Mother Teresa

Let us always meet each other with smile, for the smile is the beginning of love.

Mother Teresa

A superior man is modest in his speech, but exceeds in his actions.

Confucius

Choose a job you love, and you will never have to work a day in your life.

Confucius

Do not impose on others what you yourself do not desire.

Confucius



A TEACHER'S PRAYER

*I want to teach my students
How to live this life on earth ,
To face its struggles and its strife ,
And improve their worth.
Not just the lessons in a book or how the rivers flow ,
But how to choose the proper path wherever they may go.
To understand eternal truth
And know right from wrong
And gather all the beauty of a flower and a song.
For if I help the world to grow in wisdom and in grace
Then I shall feel that I have won
And I have filled my place.
And so I ask for your guidance dear God
That I may do my part for character and confidence and happiness of heart.*

Amen



MOM'S POTATO SALAD



Wal-Mart—Huizhou City in China

People Serving People

That's what it's all about

TQM

Far and away the best prize that life has to offer is the chance to work hard at work worth doing.

Theodore Roosevelt

Preface

In producing any piece of writing, the author, normally has to sit countless hours imagining what the next lines should be, or might be, or could have been. In this particular case, I knew clearly why and how I was going to write this piece of work. Firstly, I felt it was a necessary and timely piece of work. . . Having the privilege to teach at Huizhou University in their departments of Hotel Management and Tourism and Economics and having read countless works on theories about quality of service and Human Resources and having taught this subject to hundreds of students and many hotels on the subject of Discretionary Effort (DE), I realized that none of the current published works accurately addressed the issue of “Service Quality” in China. Then as I investigated further, I also noticed that the articles on Discretionary Effort introduced many theories and principals on how to get workers to work harder, all the ideas are and were sound and valid but seemed all very similar. However, none seemed to address the root of the problem of extracting DE in a practical realistic sense. These were all theories. The challenge everyone faces seems to be in the enforcing phase and not in the theoretical phase of adopting a DE mindset; even more challenging, even if everyone understood and agreed to follow all the rules and principals, DE in its optimum application could not be attained totally in a lasting sustainable manner.

Some writings condemned individuals for lack of effort, motivation and inspiration, blaming this on “Human Laziness” and lack of DE or direction on “Incompetent Managers or Untrained Management”. But none seemed to address the real issues and reasons for sporadic increases in or sadly the lack of DE. I believe that I have come up with a more realistic and truer meaning of DE and how to hopefully implement it into real practical means instead of just theoretical ideals. Although the ideal scenario for any organization is that their employees give the most that they can, all the time, continuously, I challenge this theory, since I believe it is impossible to achieve this. Just as the ideals set out in the principals behind 6 Sigma; although it would be nice to achieve a total “0” Defect Ratio (no mistakes ever), it is impossible to achieve this simply because we as human beings cannot do this. However, like 6 Sigma, if we can get it most of the time, to perfect as close as possible then this would indeed be the ideal. So in essence, what is the ideal and what is the best that we can achieve given that the Human Factor prevents us from ever achieving a 100% DE system? We start with developing a format, even more important, an environment, where I call this the External Reaction Ratio (ERR) and Personal Performance Ratios (PPR) are aligned, then even more important, maintained on a sustainable basis. This is the ultimate challenge and my ultimate goal.



BACK TO BASICS

Let's then look at the Basics. As all of us know, mothers, exemplify the truest and purest meaning of the virtue of love and giving. In fact, in its simplistic explanation, in essence the action of providing service is the action of giving. Mothers inspire in us the desired goal of wanting to please, to please someone in authority who we have respect for and admire and love; to give or please a higher being, whether it be our mothers, our fathers, our bosses or our spouses, some special friends or even indeed a higher spiritual being. This seems to be a very natural urge for most. Can we achieve this kind of level of love and giving in the workplace too? In most cases, we never really look at pleasing ourselves first and foremost. And it is for this reason alone that I strongly believe that we almost never reach perfection or even true happiness. It is for this primary reason DE cannot be sustainable if implemented under these traditional guidelines. This is because we are analyzing and constantly seeking or measuring our performance: Personal Performance Ratio (PPR) by the effect or outcome that is measured solely on the reaction of others. I call this the External Reaction Ratio (ERR). Society has created this imbalance through slow meticulous brainwashing that the true measure of success really and truly is only measured by the reaction and feedback and approval of others and in time we have adopted all the symbols and measures and rules solely based on what others deemed true and according to pre-set guidelines and procedures of good performance pre-set by some higher authority. But in essence what sets each of us apart is what lies inside us. The true potential for giving our best and the ideal DE effort lies not in what others tell us is the best but what we inside feel is the best and to reach a level or desire where we want to be and do our best.

To give the best that we can, simply as a reaction to others, feedback is not good enough; but most important, it should be as a show of respect for our own individual abilities. When we really and truly know that we have done the best that we can, we will have done therefore the best really and truly. But many people confuse the two issues; the need to please others and the need to please ourselves become an inner power struggle resulting in anxiety, frustration, despondency and even complacency. Of all the negative emotions that arise from these inner struggles, especially in the service sector, complacency is the worst emotion that can be evoked. Therefore, according to the challenge, opportunity and focus of this treatise, I hope to clarify and shed some light on the following issues:

- To identify what sets each of us apart, which will spur us to do greater things.
- To discover what makes us happy and then motivates us to do something well.
- When do we reach this nirvana?
- When do we know we have done the best that we can?
- Who decides?
- How do we measure true efforts?
- How to continue this ideal level of effort?
- How to balance ERR with PPR to achieve this ideal state of optimum DE?



- And the greatest challenge of all, how to train trainers and managers and supervisors to implement these theories into practice?
- The greatest challenge, especially in the service sector, is achieving DE on a sustainable basis when we as Humans cannot?
- And lastly, what is then the ideal?

In the following treatise I will attempt to show how true happiness in the workplace can be achieved by both employees and employers alike, and when PPR and EPR (External Performance Ratio) are perfectly aligned, this will result in maximization of performance, excellent service quality and increased company loyalty.

Introduction

Rationale for the Work—
Why

“Mom’s Potato Salad”



Venetian Hotel, Macao